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COUNTY OF LOS ANGELES

DEPARTMENT OF PUBLIC WORKS

"To Enrich Lives Through Effective and Caring Service"

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IN REPLY PLEASE

REFER TO FILE: **A-0**

October 19, 2006

TO: Each Supervisor

FROM: Donald L. Wolfe
Director of Public Works

Jon W. Fullinwider
Chief Information Officer

ELECTRONIC DEVELOPMENT AND PERMIT TRACKING SYSTEM PROJECT STATUS REPORT

Background

On June 18, 2002, your Board approved a 10-year Agreement, No. 74058, with Accela for replacement of Public Works' mainframe based Development and Permit Tracking System with a new web-enabled system, now known as eDAPTS. The contracted sum of the Agreement is \$2,521,179, which includes software licenses, professional services to implement the project at Public Works, and a sum of \$252,100 for contingencies. This Agreement also included \$141,667 per year for maintenance services for 10 years following implementation at Public Works. Your Board approved an addendum to this Agreement on April 1, 2003, expanding the scope of work to include the Departments of Fire, Public Health's Office of Environmental Health, and Regional Planning (now known as the Additional Entities). This expansion increased the contracted sum by \$2,993,880 to a total of \$5,767,159, which includes software licenses, professional services to implement the project, and contingencies.

Implementation of the eDAPTS system under the Accela Agreement took considerably longer than originally scheduled due to a variety of issues, including the addition of the Additional Entities to the system and underestimation of the complexities of the eDAPTS Departments' business processes by Accela. Consequently, your Board, upon the recommendation of the County Chief Information Office and Public Works, approved two amendments to the Agreement to extend the implementation period for the

eDAPTS system at no additional cost to the County. The first amendment was approved on May 20, 2004, extending the implementation period from June 18, 2004, to August 1, 2005. The second amendment was approved on July 14, 2005, extending the implementation period to December 31, 2006.

Current Status

On August 18, 2006, Accela delivered the latest version of their software, which was intended to meet the priority requirements of Public Works. After completing extensive testing of this version, Public Works confirmed that this software still did not meet the basic requirements of the contract. Based on that finding, Public Works recommends termination of those components of the Agreement that encompass the Public Works land permitting business processes. Pending your approval of recommendations to be made via a separate Board letter, the Agreement will be modified to remove these components, reducing the scope of work to just those business components already in production. The eDAPTS components already implemented are referenced in Attachment A and are used on a daily basis by the Departments of Fire, Public Health's Office of Environmental Health, Public Works, and Regional Planning. The complete terms of the recommended Agreement modifications are being negotiated with Accela under the guidance of County Counsel. Once finalized, a request for approval will be submitted to your Board.

Functionality Not Delivered

Although various components of the Accela software have been successfully implemented during the last several years, the primary and most important component has never been implemented. The core feature and foundation of a complete enterprise permitting system starts with the land development and permitting application. This key functionality was anticipated in the Accela software release on August 18, 2006. As referenced above, the software failed to meet our requirements. Since this core function is not working in the Accela product, the enterprise system is incomplete and falls short of the Countywide application that was originally expected of this product. Notable features that will not be realized include significant portions of land permitting, interactive voice recognition for routing phone requests and scheduling inspections, wireless device functionality for field staff, and e-commerce applications such as applying for simple permits on-line and being able to pay for these permits over the Internet.

Functionality In Use

Despite the significant impact of the incomplete land development and permitting functionality, a number of business components have been successfully implemented. The Departments consider the eDAPTS system in production to be key in conducting their day-to-day land-based activities. Additionally, the Departments of Fire, Public Works, and Regional Planning have all realized improved working relationships as well as more effective and efficient land development workflow processes between their Departments.

As an example, the Departments of Fire, Public Works, and Regional Planning have improved certain processes that allow us to work more efficiently together on monitoring lot splits and conditions of approval and to track projects through the review process. The Accela software allows us to quickly and easily share certain project status information, reducing duplicate efforts.

The eDAPTS system replaces Regional Planning's prior software application and expanded their automated functionality. Fire has eliminated a number of their manual, nonautomated processes and now has the ability to more efficiently monitor their land development activities. Fire is using the Accela software to track plan reviews, fuel modifications, environmental impact reviews, and conditions of approval. The Office of Environment Health may continue using the software for requests for services and specific types of inspections.

Public Works' Construction Division is using the permitting and inspection modules to issue all permits for work within the road and flood control right of way. This application substantially exceeds all previous software used by the Construction Division to improve security, data collection, and accountability throughout the entire permitting process.

Each of the Departments is employing the Accela product for code enforcement and requests for services. Information about specific properties or activities is readily available to all Departments with access to the database. This application is also expected to be the primary tool used by the Nuisance Abatement Teams to collect information and summarize and report their efforts.

All of the functionality already implemented in eDAPTS and being utilized by Departments must continue because much of the new functionality has replaced prior systems. In a number of cases, business processes have also been modified to improve efficiency. In addition, Departments are now collecting data in an electronic format that will facilitate migration to any future application the County will eventually use as a Countywide system.

Contractual Issues

The Accela contract was carefully structured to ensure the County received the service or product before payment was authorized. Based on the accomplishments referenced above, a significant portion of the work performed by Accela has yielded measurable value. The project has been implemented in increments over the past four years, and Accela has been compensated as work was completed. As such, just over half of the contract amount has been paid to Accela since the Agreement was approved in 2002. A summary of those paid items is reflected on Attachment A. This attachment also indicates what items of work were not delivered or paid for.

Based on our decision to reduce the scope of this Agreement, it is our intention to partially terminate the 2002 eDAPTS contract with Accela by December 31, 2006, exercising our rights under the contract. We will modify the remaining terms of the Agreement to reflect this change and renegotiate the terms for continued maintenance for users already in production.

Conclusions

Although the most important and core feature of a complete enterprise system was not delivered with the Accela software, the participating Departments do recognize the value of the experience and knowledge they have gained during the course of this project. Many improvements to existing processes and customer service have also been recognized and implemented due to the joint effort of evaluating and reviewing each Department's workflow for a multitude of business processes. One such noteworthy achievement is the completion of the revised conditions of approval process under the Land Development Task Force that includes modified language and accountability for each condition. Departments are implementing a number of these enhancements within the eDAPTS system.

Moving forward, the lessons learned from mistakes and successes now place all of the Departments in a much better position to evaluate options for implementing a system that truly meets all of the requirements for a multijurisdictional, web-based development and permit tracking system.

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Throughout the next calendar year, Public Works will lead a team of representatives from the Departments of Fire, Public Works, and Regional Planning to examine other systems already implemented by agencies throughout the country. The team will assess viable options for a web-based, enterprise-wide land permitting and inspection system. Because the Public Works portion will represent the most complex part of any new system, they will verify whether any of these existing software applications can satisfy the land development and multijurisdictional permitting requirements of the County. We will then explore the feasibility of implementing one of these existing software applications or consider if it may be necessary to build a customized application for the unique requirements of the County. At each stage of this process, we will work closely with the Chief Information Office and your Board.

NDN:tao

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Attach.

cc: Chief Administrative Office
Chief Information Office
County Counsel
Fire Department
Department of Public Health
Department of Regional Planning

bc: Building and Safety (Patel, Smith)
Chief Information Office (Juarros)
Information Technology (Gindi)